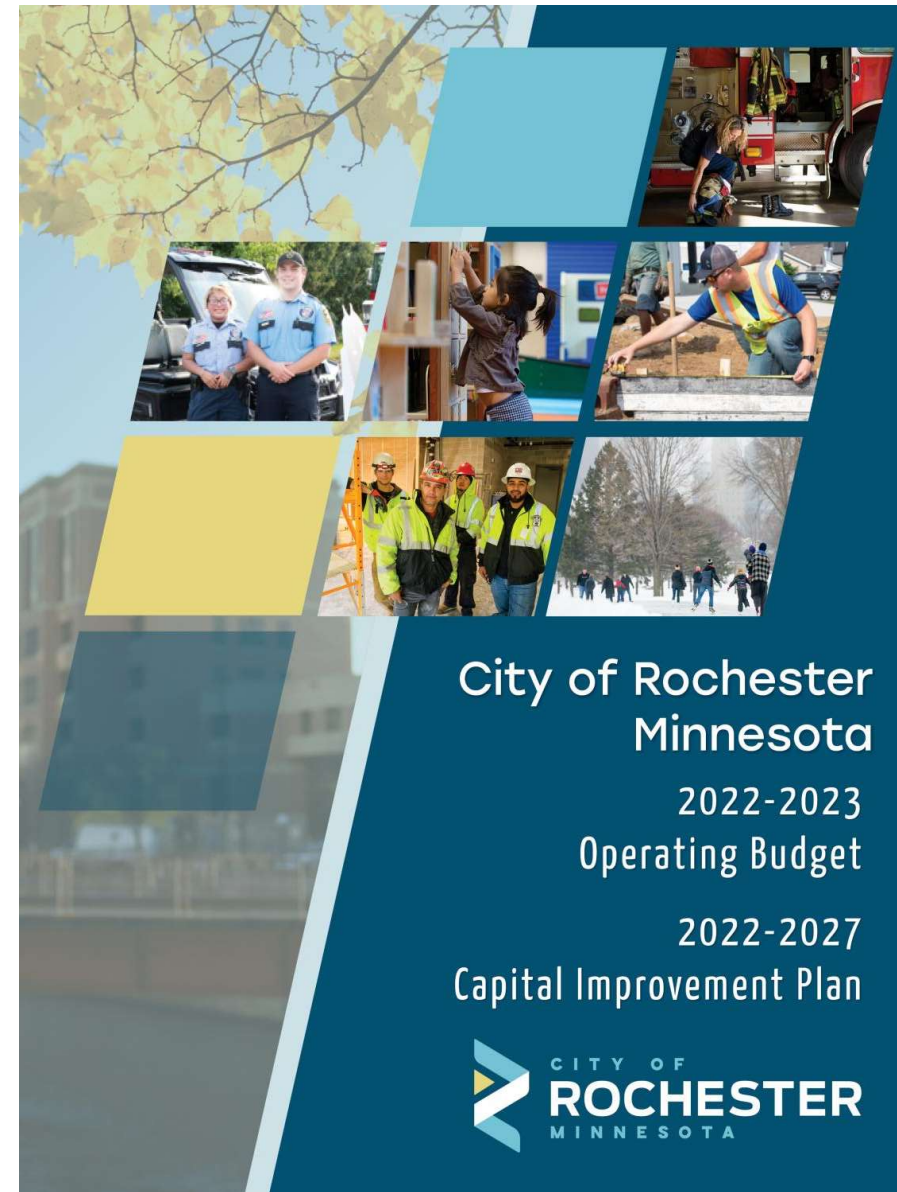




2022-2023 Operating Budget & 2022-2027 Capital Improvement Plan

August 23, 2021



Budget Schedule



Discussion Goals

- Provide 2022-2023 recommended budget overview
- Discuss General Fund recommended budget
- Discuss Rochester Public Utilities recommended budget



Scheduling

Budget Phase	Date	Focus
3: Development	06/28/2021 Study Session	Comprehensive Annual Financial Report and Audit Review/2021-2022 Baseline Budget Update (Complete)
4: Recommendation	07/19/2021 Study Session	Revenue Enhancement & Diversification (Complete)
4: Recommendation	08/23/2021 Study Session	Presentation of City Administrator's Recommended 2021-22 Operating Budget
4: Recommendation	08/30/2021 Study Session	Discussion of City Administrator's Recommended 2021-22 Budget and Presentation of 2022-2027 Capital Improvement Plan
4: Recommendation	09/13/2021 Study Session	Discussion of City Administrator's Recommended 2021-22 Budget and Discussion of 2022-2027 Capital Improvement Plan
4: Recommendation	09/20/2021	Approve Preliminary Budget and Set Preliminary Levy
5: Adoption	11/08/2021	Review of final budget, CIP, & decision packages



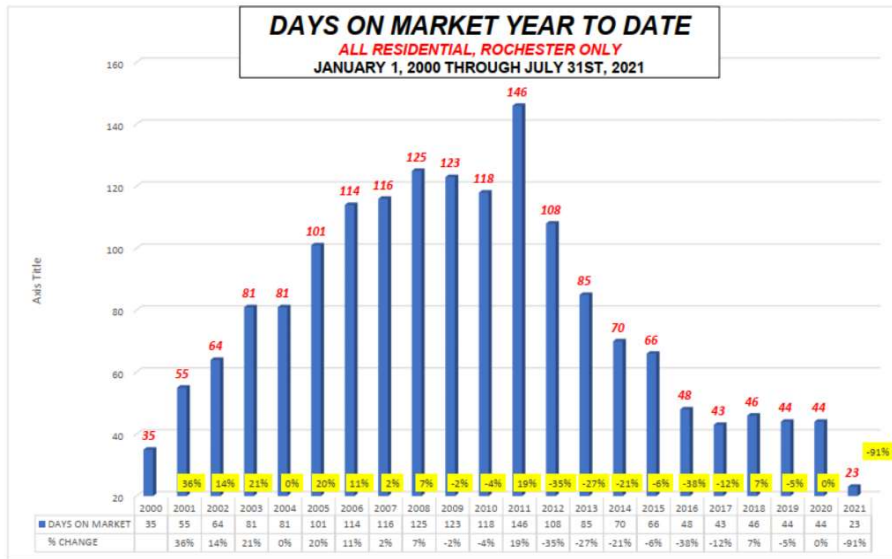
Economic Outlook

- COVID-19 will have long-lasting financial impacts, but those impacts are inconsistently spread across demographic groups and industry classes.
- The July Revenue and Economic Update published by the State of Minnesota notes that the near-term U.S. economic outlook has improved. "The main factors driving the strong near-term economic recovery are
 - continued fiscal and monetary support,
 - the rising share of the U.S. population that is fully vaccinated, and
 - re-openings of state economies."
- Rochester July 2021 unemployment down to 3.6% - besting State and National levels.

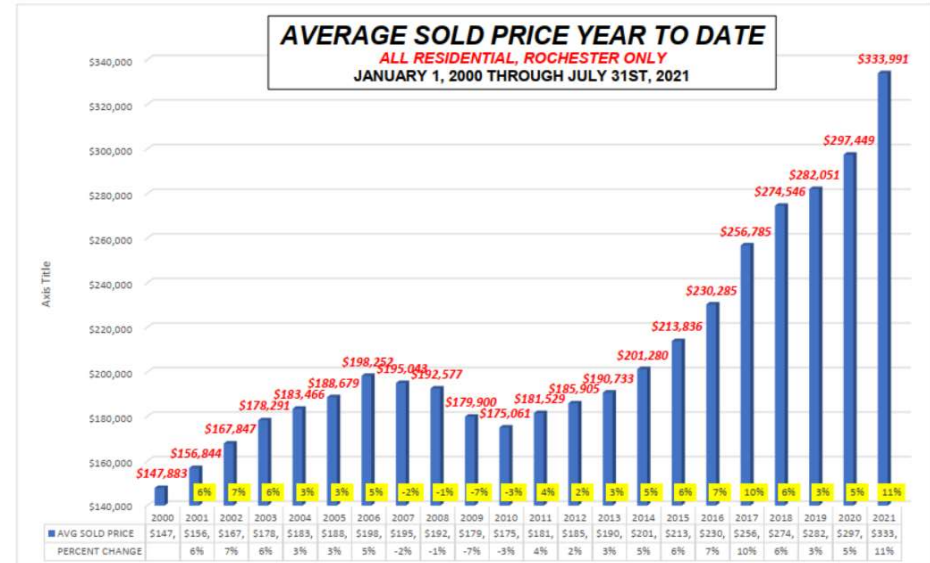


Economic Outlook

- Active local housing market could cause future shifts in property tax base



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201 4th Street SE, Rochester, MN 55904

www.rochestermn.gov



Recommended Budget Overview - All Funds Combined-



City of Rochester Vision, Principles, and Priorities

Community Vision 2040

Rochester is a city that cares. Where all people are treated with dignity and respect. Where residents, employees, and visitors enjoy high quality of life. Where business and industry thrive, and where the land and environment are renewed and sustained for the benefit of all. It is a welcome and diverse community.

Renowned for its reputation as a center for growth and innovation, its robust economy, and programs and institutions that support life-long learning.

Characterized by its safe and friendly neighborhoods, diverse and affordable housing options for people of all ages and backgrounds, thriving downtown, vibrant public spaces, and easy access to parks and recreation amenities.

Committed to health and wellness for its people, and also of the air, water, and land they depend on for sustenance.

Connected both physically and socially, offering balanced transportation options, well-planned streets, sidewalks, trails, and neighborhoods - and hospitable cultural atmosphere.

Dedicated to the sustainable and responsible use of public resources and provision of quality public services, supporting livability and long-term fiscal health.

Organizational Vision

A vibrant, compassionate, innovative team.

Foundational Principles

- Compassion
- Environmental Stewardship
- Fiscal Responsibility & Sustainability
- Public Safety
- Social Equity





Areas of focus

- Housing variety and affordability
- Transportation options and access
- Equitable regulatory landscape and creative incentives
- Access to opportunities and amenities

Areas of focus

- Create clarity, alignment and unity with economic development partners in defining city leadership and community values
- Establish competitive and sustainable approach to effectively allocating DMC resources, Legislative allocations, and city revenue
- Develop implementation tools and strategies for Comprehensive Plan to ensure current decisions reflect future projections
- Adopt design guidelines that better reflect Council and community values

Areas of focus

- Cultural and Recreational opportunities that provide access and equity
- The organization and Services reflect changing demographics and needs identified by community
- Operations are sustainable, integrated, and easy to navigate
- Service delivery is optimized, cost effective, and reflect or foundational Principles

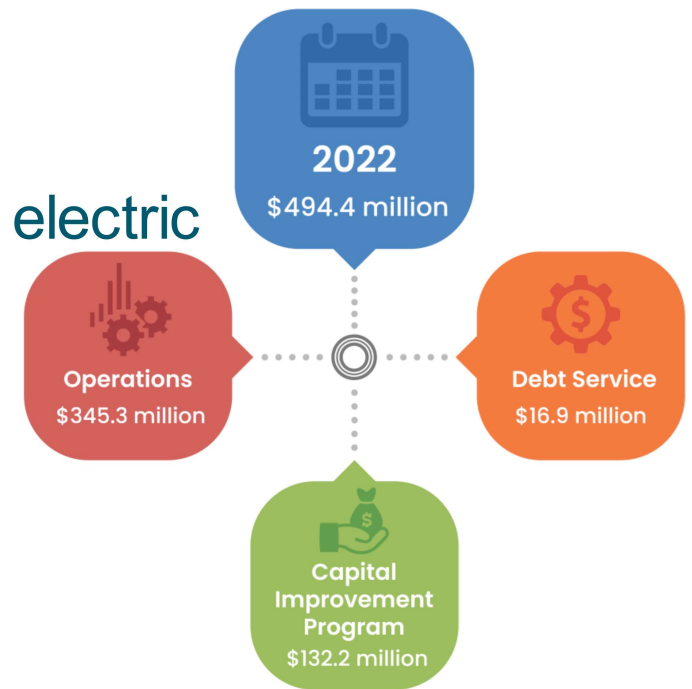


\$494.4 Million Budget

City of Rochester Budget 2022, inclusive of RPU

All Funds Combined

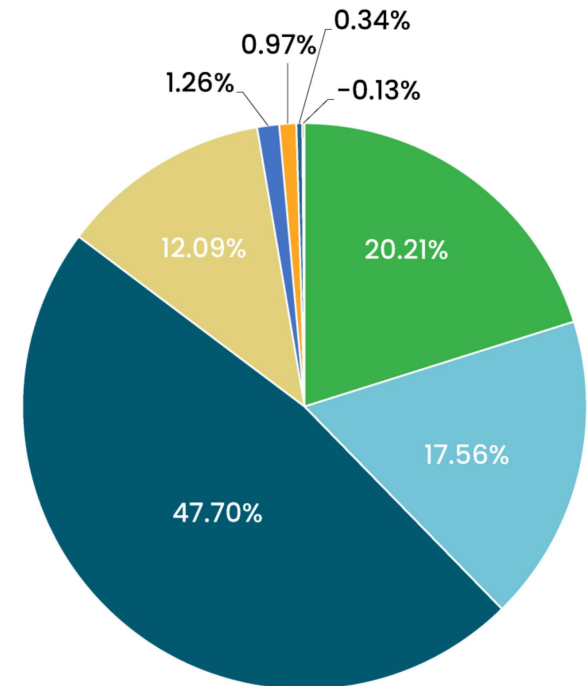
- **6.5%** tax levy increase
- **2.5%** general rate increase for water and electric
- **No** parking ramp or transit rate increases
- Transition to a two-year budget process



Where does the Money Come From?

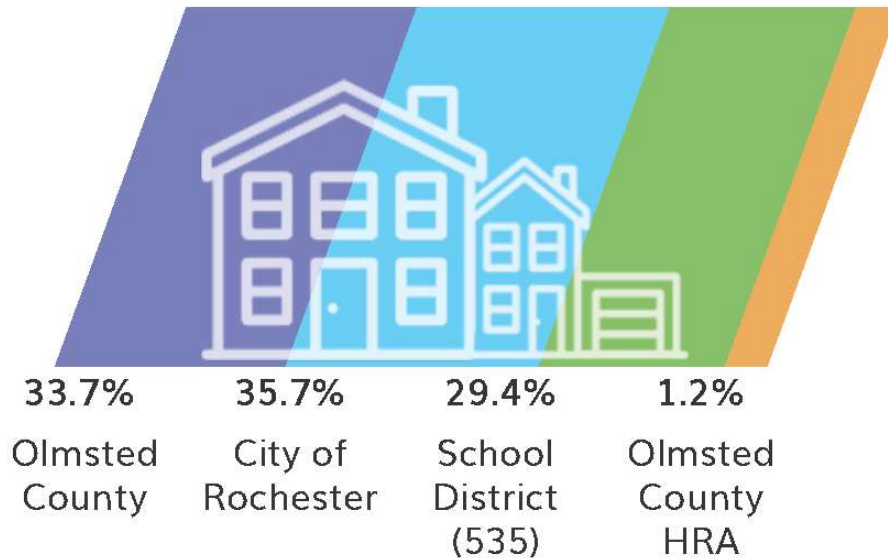
- Miscellaneous Revenue
- Taxes Ad Valorem
- Charges for Service
- Intergovernmental Revenue
- Other Taxes
- Licenses and Permits
- Special Assessments
- Prior Year Revenues/Fund Balance

2022 Total Operating Revenue,
inclusive of RPU

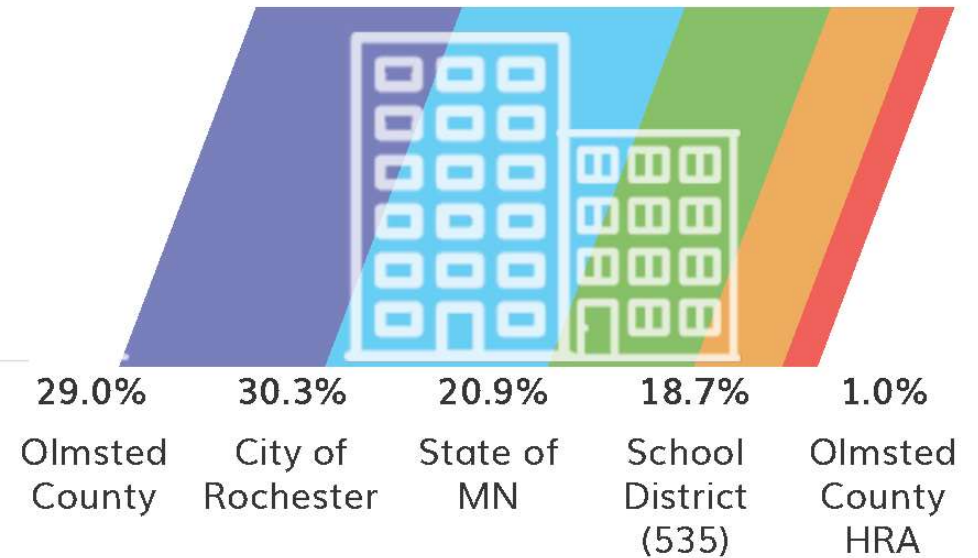


Property Tax Bill By Jurisdiction

Average Residential Home



Commercial/Industrial Property



Property Valuation Growth – Pay 2022

2022 Estimated Market

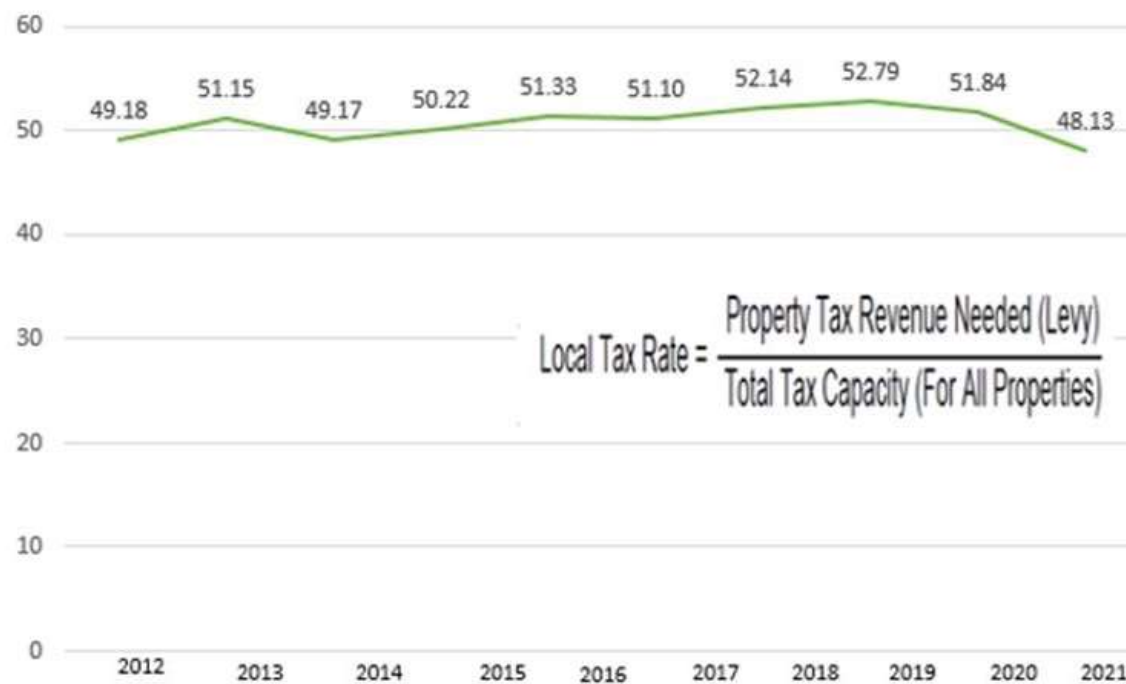
New Construction	+ 1.6 %
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Existing base appreciation	+ 2.9 %
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Estimate	+ 4.5 %
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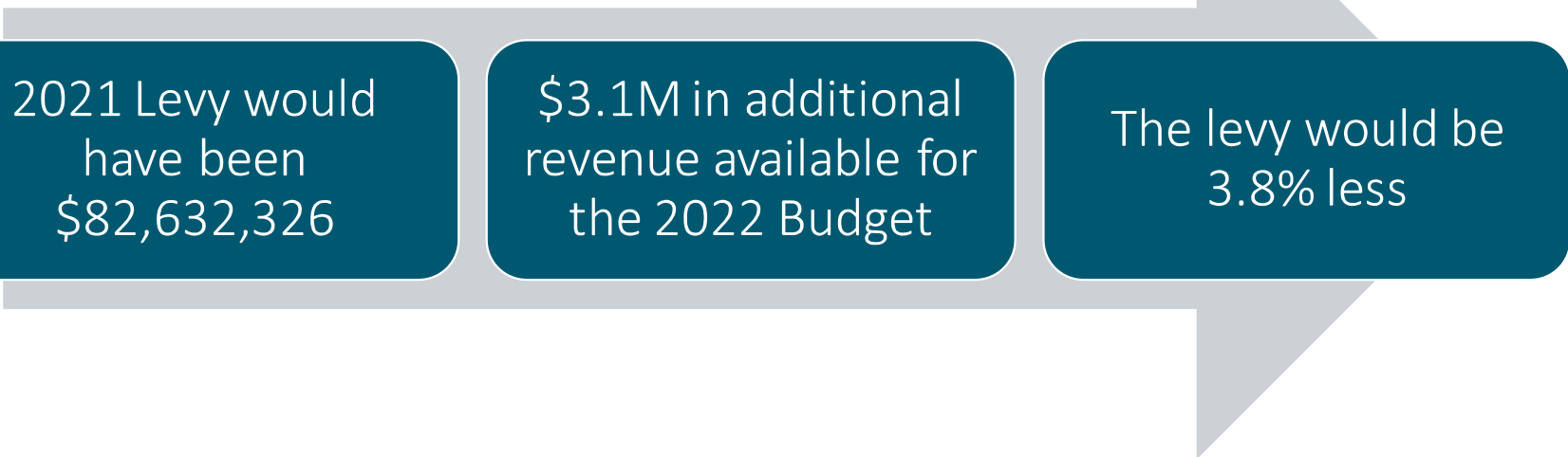
City of Rochester Property Tax Rates since 2012



"What If" - Flat Tax Rate instead of \$0 increase on 2021 due to pandemic?



"What if" the Levy was raised 3% in 2021 and No General Fund Reserves Used



2021 Levy would
have been
\$82,632,326

\$3.1M in additional
revenue available for
the 2022 Budget

The levy would be
3.8% less



Re-establishing Services to Pre-Pandemic Levels

2021 Reductions Reinstated in 2022-23 Recommended Budget (excluding RPU)

	2021 Approved Reductions	2021 Reductions Reinstated in 2022	2021 Reductions Reinstated in 2023	Remaining 2021 Reduction Amount
<u>Revenues:</u>				
General Fund revenue reductions	682,923	(556,623)	(70,795)	55,505
Hotel/Motel tax reduction in revenue	1,695,000	(366,480)	(407,121)	921,399
	2,377,923	(923,103)	(477,916)	976,904
<u>Expenditures:</u>				
General Fund expense reductions	(495,887)	42,437	16,500	(436,950)
Outside agency	(84,540)	-	-	(84,540)
11 frozen positions (5 reinstated in 2022 & 4 reinstated in 2023)	(1,124,284)	486,248	409,942	(228,094)
Overtime and benefits for General Fund	(543,268)	-	-	(543,268)
General Fund reductions across departments	(441,850)	131,749	98,714	(211,387)
Contributions - Experience Rochester & Sports Commission	(300,000)	-	300,000	-
Close the gap, fund from General Fund	(721,812)	-	-	(721,812)
Library reductions	(31,158)	-	-	(31,158)
Park & Recreation reductions	(187,033)	43,194	143,839	-
Airport reduction	(9,601)	9,601	-	-
In Lieu reductions	(45,186)	45,186	-	-
Capital Improvement Plan reductions	(3,489,007)	3,489,007	-	-
	(7,473,626)	4,247,422	968,995	(2,257,209)
Grand total	(5,095,703)	3,324,319	491,079	(1,280,305)



Long Range Financial Management Plan – Recommended Budget

Projected Tax Levy						
Taxes Levied on Tax Capacity	2022	2023	2024	2025	2026	2027
Projected Levy for General Fund	(59,004,904)	(64,971,057)	(70,348,757)	(75,627,124)	(80,838,993)	(86,127,041)
Projected Levy for Library Fund	(7,390,959)	(7,032,769)	(7,341,531)	(7,665,330)	(8,004,968)	(8,361,293)
Projected Levy for Muni Rec System Fund	(9,093,378)	(9,505,873)	(9,899,940)	(10,313,562)	(10,747,817)	(11,203,844)
Projected Levy for Mayo Civic Center Fund	-	-	-	-	-	-
Projected Levy for F.E. Williams	-	-	-	-	-	-
Projected Levy for Airport Operations Fund	(580,682)	(531,582)	(439,775)	(343,872)	(243,699)	(139,079)
Projected Levy for Transit Fund	-	-	-	-	-	-
Projected Levy for EDA Administration	-	-	-	-	-	-
Projected Levy for Equipment Revolving Fund	-	-	-	-	-	-
Projected Levy for Info Technology Fund	-	-	-	-	-	-
Projected Levy for City Facilities Internal Service Fund	-	-	-	-	-	-
Projected Levy for Self Insurance Fund	-	-	-	-	-	-
Projected Levy for Construction Improvement Fund	(7,594,330)	(8,015,600)	(8,255,100)	(8,502,100)	(8,757,100)	(9,020,100)
Projected Levy for Debt Service	(3,159,628)	(3,163,610)	(3,163,050)	(3,168,449)	(3,168,689)	(3,174,363)
Projected Levy - Other	-	-	-	-	-	-
Total Projected Taxes Levied on Tax Capacity	(86,823,881)	(93,220,490)	(99,448,152)	(105,620,436)	(111,761,266)	(118,025,720)
% Change from Prior year	6.50%	7.37%	6.68%	6.21%	5.81%	5.61%

	2022	2023	2024	2025	2026
	Budget	Projection	Projection	Projection	Projection
Five Year Budget Stability	1,467,446	2,368,028	1,427,500	713,750	285,500



2022 Major Revenues

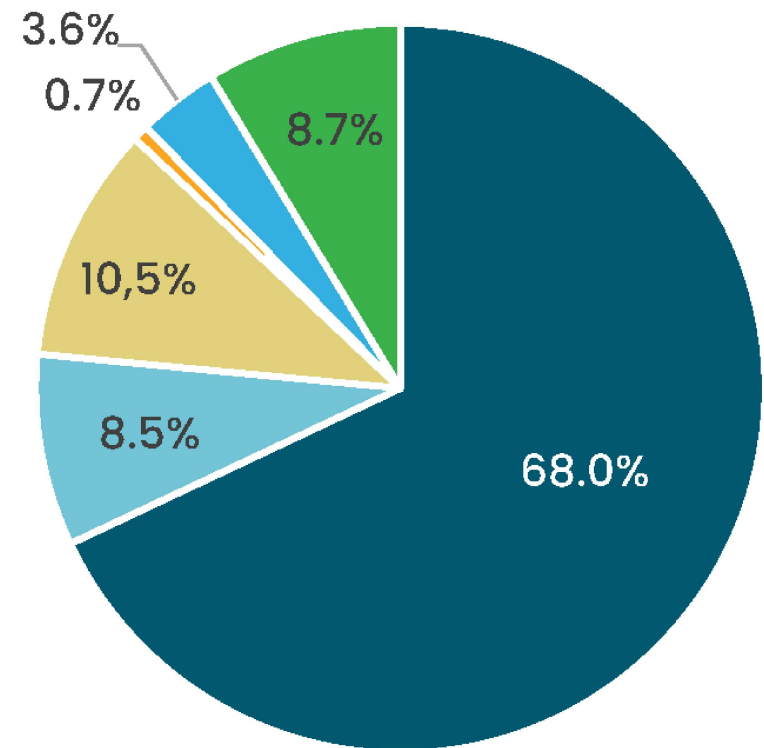
Table 1
2022 MAJOR REVENUES VERSUS 2020 & 2021 INCLUSIVE OF RPU

	2020 Adopted Budget	2021 Adopted Budget	2022 Recommended Budget	2021-2022 Increase/(Decrease)	2021-2022 Percent of Change
Tax Levy & Tax Abatements	79,524,771	81,524,771	86,823,881	5,299,110	6.50%
Local Government Aid	7,509,361	6,372,634	6,372,634	0	0.00%
Hotel/Motel Tax	6,275,000	4,580,000	4,946,480	366,480	8.00%
Cable TV Franchise Fee	1,440,000	1,350,000	1,300,000	(50,000)	-3.70%
Inspection Permits	3,795,000	3,477,633	3,410,426	(67,207)	-1.93%
In Lieu of Tax	12,884,858	12,884,858	12,726,858	(158,000)	-1.23%
Sewer Utility Charge	28,500,000	28,100,000	28,100,000	0	0.00%
Storm Water Utility Fee	8,572,000	8,572,000	8,734,260	162,260	1.89%
Library Fund					
City Share-Levy	7,158,871	7,127,713	7,390,959	263,246	3.69%
County Share	1,047,209	1,092,097	1,131,821	39,724	3.64%
Municipal Recreation Fund					
Fee Revenues	4,294,872	4,317,072	4,138,604	(178,468)	-4.13%
Non-Fee Revenues	8,341,017	8,285,916	9,242,481	956,565	11.54%
Parking Fund					
Parking Fines	370,000	370,000	466,676	96,676	26.13%
Parking Ramps	7,418,756	4,618,275	4,618,275	0	0.00%
Street Meters	1,075,000	1,175,000	1,325,000	150,000	12.77%
Parking Lots	574,000	401,800	413,565	11,765	2.93%
RPU					
Charges for Services	182,222,000	163,275,000	181,265,000	17,990,000	11.02%
Private Funds	6,376,000	10,023,000	5,523,000	(4,500,000)	-44.90%



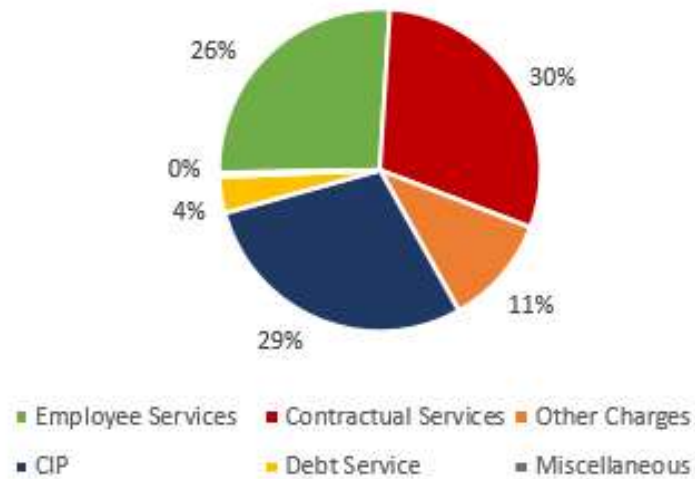
2022 Property Tax Distribution

- General Fund 68.0%
- Library 8.5%
- Parks and Rec 10.5%
- Airport 0.7%
- Debt/Internal Service 3.6%
- CIP 8.7%

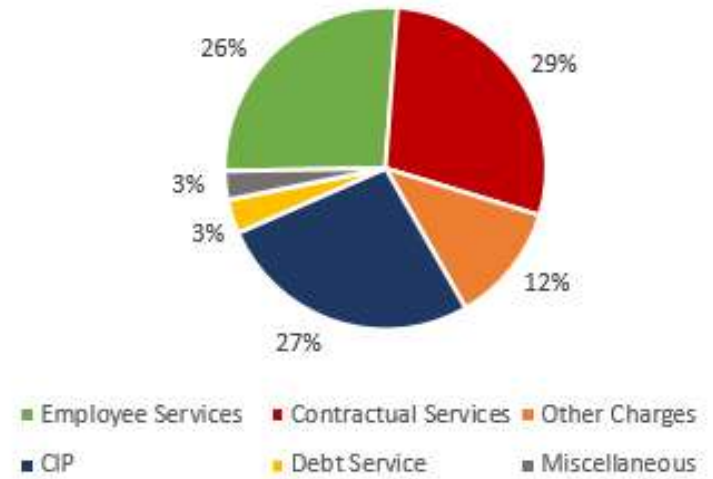


Expenditure Categories

2021 Adopted Budget



2022 Recommended Budget



Teammate Expenses

- \$5.8 million increase for all funds
 - General Fund: \$2.7 million
 - Other funds: \$3.1 million
- Salaries net increase: 5.2 %
 - 19 bargaining units
 - Majority of agreements through 2022
 - Vacant position savings
- Health & dental 6% and 1%

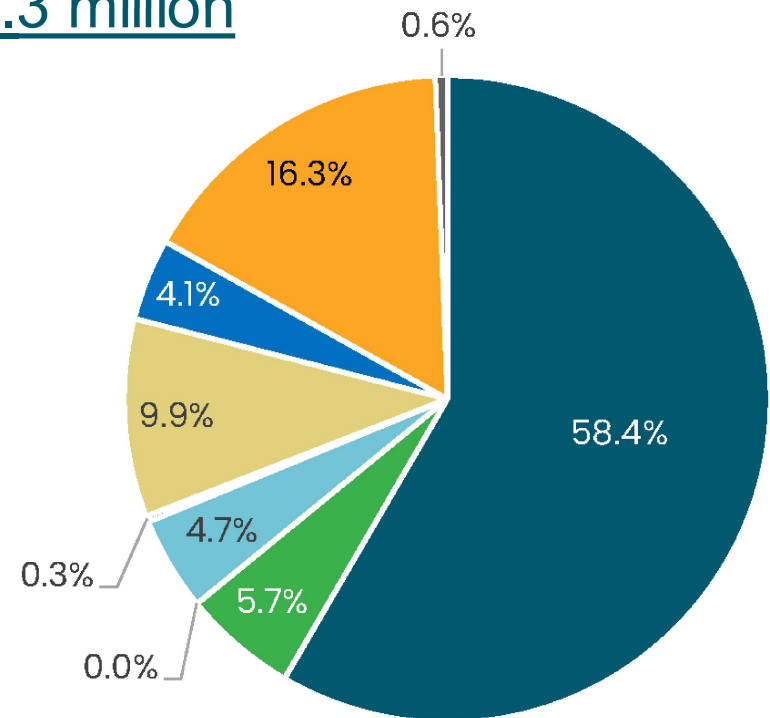
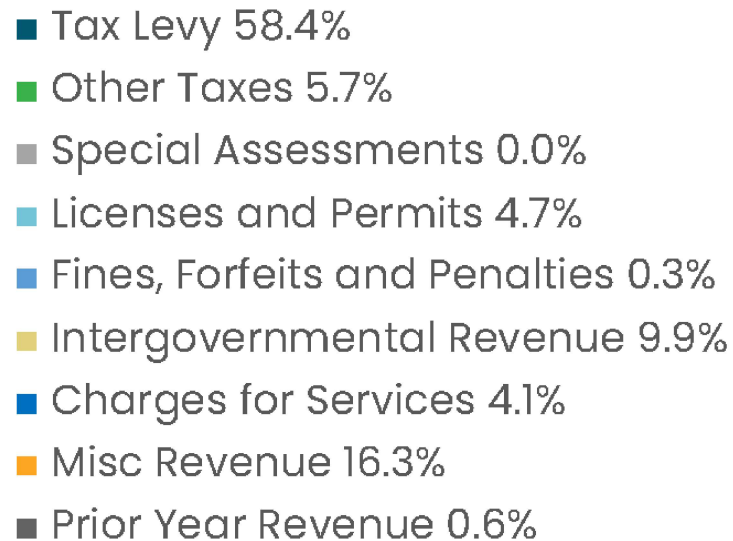




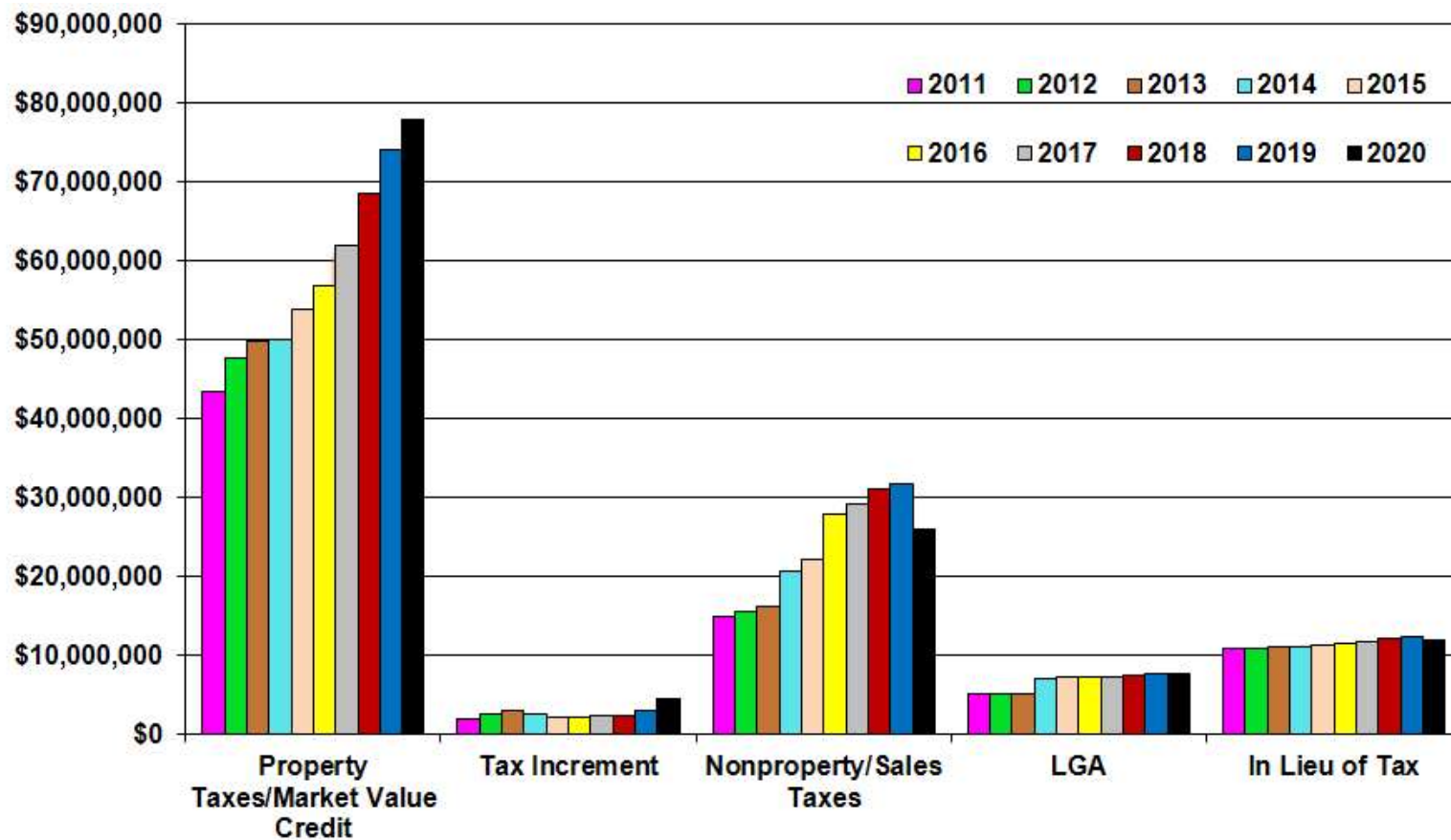
General Fund

Where does the Money come from?

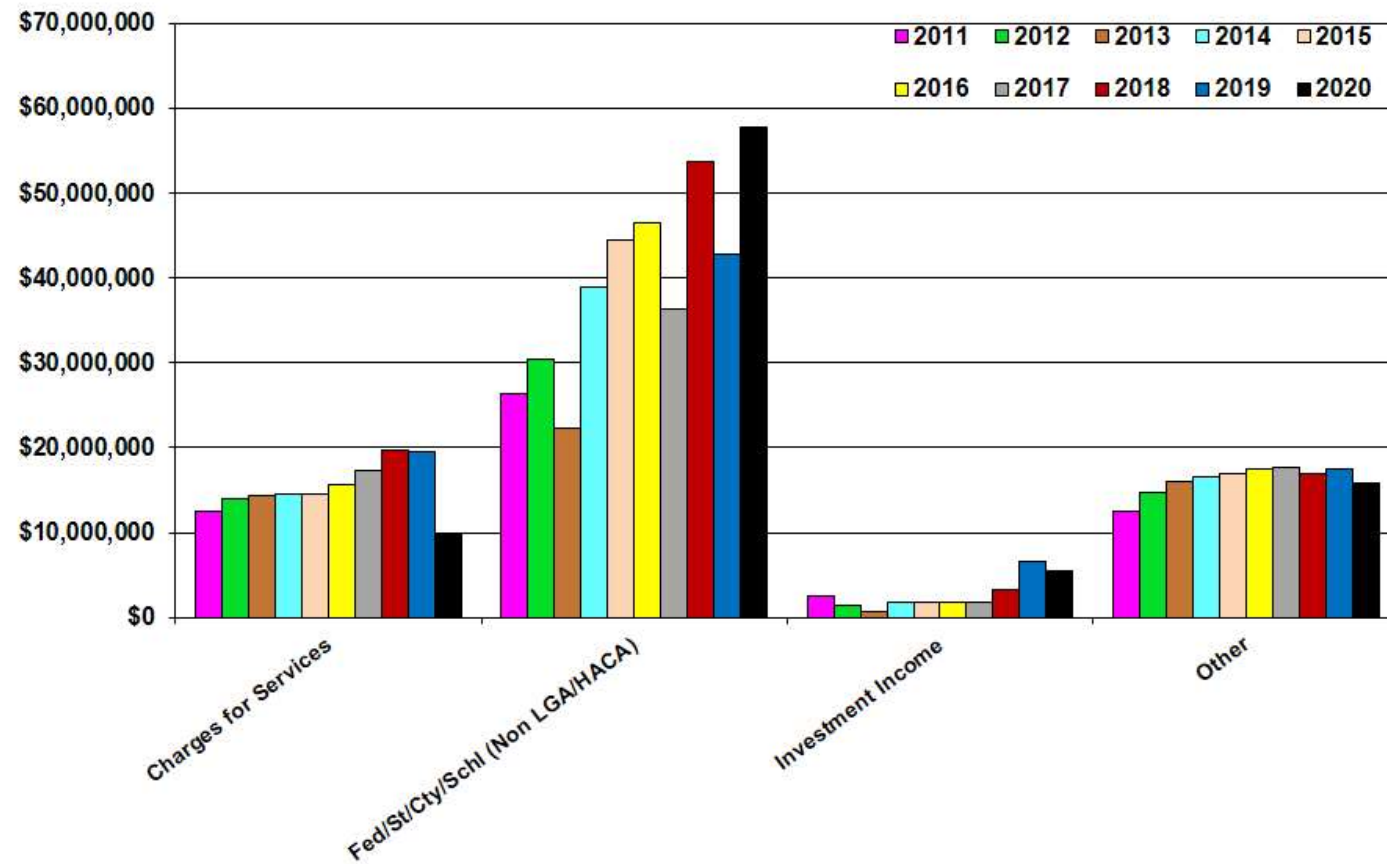
- 2022 General Fund Revenue: \$101.3 million



Government Funds – All Revenues (Audit Actuals)



Government Funds – All Revenues (Audit Actuals)



2022 Significant Revenue Impacts

- Hotel/Motel Tax: (\$1.3 million)
- Local Government Aid: Funding to be reduced by \$1.2M in 2023
- In-Lieu Contributions held flat again in 2022



JLL Lodging Tax Projection

City of Rochester Hotel Tax Six-Year Projection

Year	Market Occupancy	Annual ADR	Rooms in Market	Hotel Rooms Revenue	Hotel Tax Rate	Hotel Tax Collected	Hotel Tax into Operating Budget
Original 2020	49%	\$94	5,250	\$88,262,475	7%	\$6,178,373	\$3,530,499
Revised Q4 2020	38%	\$107	5,250	\$80,882,905	7%	\$5,661,803	\$3,235,316
2021	45%	\$107	5,500	\$96,661,125	7%	\$6,766,279	\$3,866,445
2022	56%	\$110	5,500	\$123,662,000	7%	\$8,656,340	\$4,946,480
2023	59%	\$113	5,500	\$133,840,025	7%	\$9,368,802	\$5,353,601
2024	61%	\$115	5,500	\$140,826,125	7%	\$9,857,829	\$5,633,045
2025	62%	\$117	6,000	\$158,862,600	7%	\$11,120,382	\$6,354,504
2026	63%	\$119	6,300	\$172,393,515	7%	\$12,067,546	\$6,895,741
Year-end 2020	39%	104.51	5,400	\$80,953,760	7%	\$5,666,763	\$3,238,150

***2021 Funding Commitment for Lodging Tax Into Operating Budget: \$4.1M**

**** 2022 Recommended Funding Commitment from Operating Budget: \$4.1M**

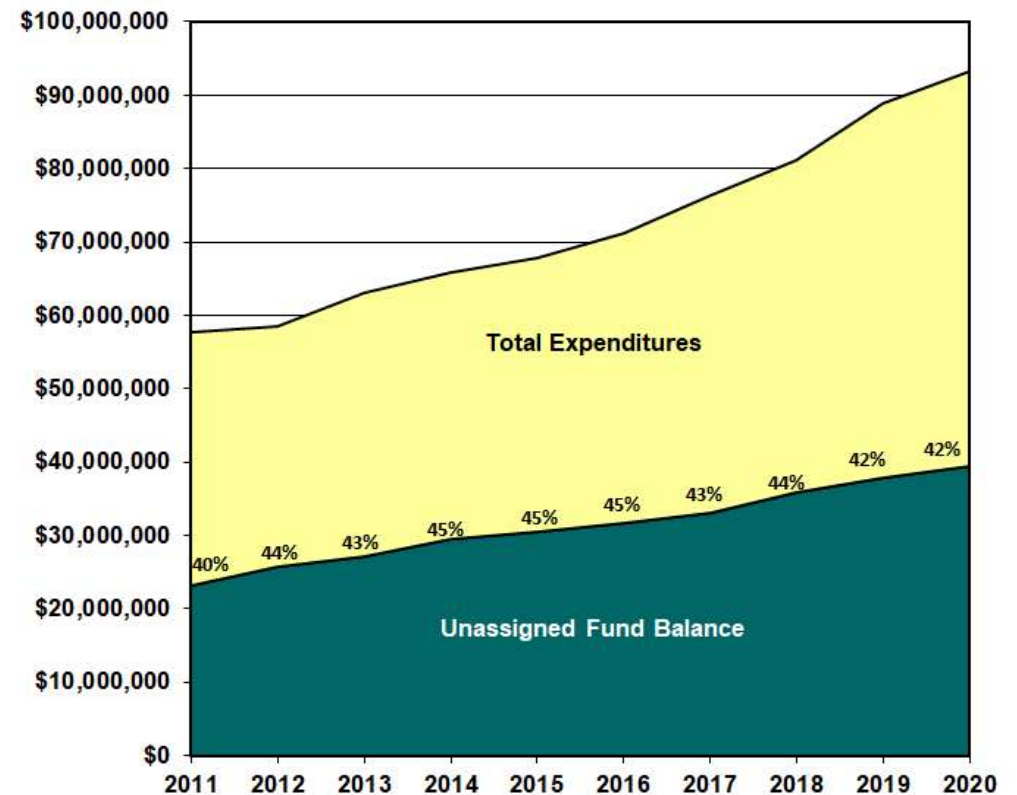
*****2023 Recommended Funding Commitment from Operating Budget: \$4.4M**



General Fund Balance

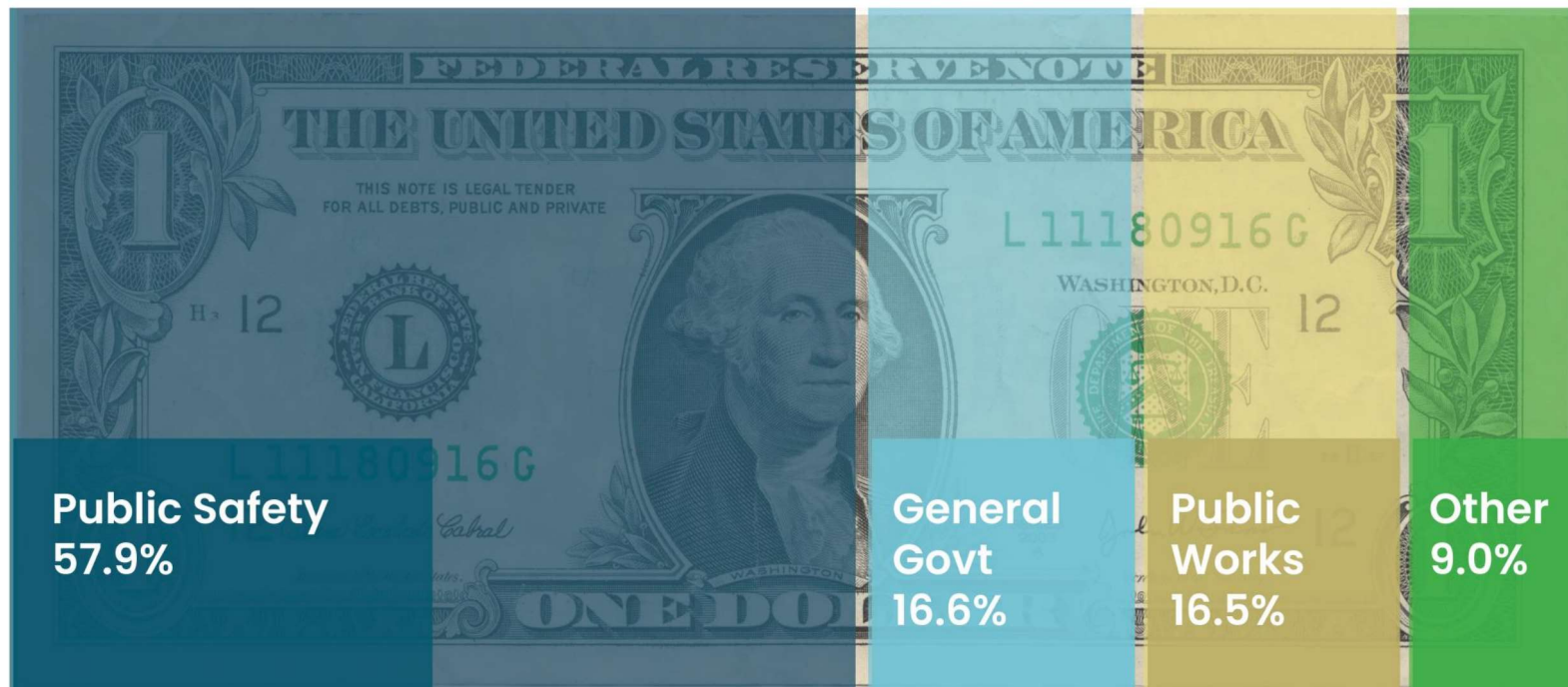
General fund was unassigned fund balance was \$39,511,388 at 12/31/2020

State Auditor recommendation and adopted city policy is no less than 5 months of expenditures (42%)



Where Does the Money Go?

2022 General Fund expenses are \$4.3 million more than 2021



2022 Recommended Decision Packages: Alignment with Foundational Principles & Strategic Priorities

Foundational Principles

Fiscal Responsibility & Sustainability

- City Wide AED Program Replacement Program (Contingency)

Public Safety

- Reinstate frozen Attorney II position
- Fire Department GIS support
- Community Services Officer - Parking Enforcement
- Cascade Lake Beach Security

Social Equity

- Diversity, Equity, & Inclusion Program Efforts

Strategic Priorities

Economic Vibrancy & Growth Management

- Operations and Maintenance - Heart of the City
- Partial Funding to Reestablish Community Development Director
- Reinstate Frozen Planner Position

Quality Services for Quality Living

- Customer Service Enhancement - 311 Implementation (ARPA Evaluation Initial Costs)
- Agency Counter Performance Dashboard
- Temp. Salaries – Forestry, - Parkway Landscape Maintenance, CBD Maintenance, Recreation Center, National Volleyball Center, Graham Arena

All

- Sustainable Strategies DC
- Reinstate Frozen IT Applications Analyst position
- Granicus Boards and Commissions software
- Mayors Innovation Project membership

2022 Decision Package Tax Levy Funded DP Recommendations: \$800K



2023 Recommended Decision Packages: Alignment with Foundational Principles & Strategic Priorities

Foundational Principles

Fiscal Responsibility & Sustainability

- Facilities Reinvestment Fund

Public Safety

- RPD Training Budget to Pre-Pandemic Level
- Mobile Fire Inspection
- Fire Department DEI
- New FTE-Assistant Traffic Engineer

Environmental Sustainability

- New FTE Reallocated from Operating Budget-Stormwater Management position (reallocation of operating funds)

Strategic Priorities

Quality Services for Quality Living

- Reinstate frozen Library Associate 1 and Librarian 1 positions
- Remainder of Park Temp Salaries to Return to Pre Pandemic Levels
- Design Engineer (consolidation of two existing frozen Engineering Tech positions)

All

- PC Tech/Help Desk

2023 Decision Package Tax Levy Funded DP Recommendations: \$1.5 million



Outside Agency Recommendations & Partnership

	2021 Adopted	2022 Requested	2022 For Consideration	Difference from 2021
RNeighbors	101,700	101,700	101,700	0
125Live	108,000	120,000	105,000	-3,000
Art Center	173,160	173,160	170,000	-3,160
Southern Minnesota Initiative Foundation (SMIF)	18,000	18,000	15,000	-3,000
Rochester-Olmsted Youth Commission***	26,100	10,000	10,000	-16,100
History Center of Olmsted County	27,000	30,000	27,000	0
Human Rights Commission	5,400	6,000	5,400	0
Diversity Council	67,500	75,000	67,500	0
Civic Theater	0	75,000	15,000	15,000
Greater Rochester Advocates for Universities & Colleges (GRAUC)*	10,000	20,000	0	-10,000
Rochester Downtown Alliance*	90,000	125,000	125,000	35,000
Jeremiah Program**	0	10,000	10,000	10,000
First Homes**	0	20,000	10,000	10,000
Totals	626,860	783,860	661,600	37,740
Over Budget		-157,000	-34,740	City Council Discretion - \$94,271 – Some or all of this funding could be allocated to provide for requests that exceed 2022 baseline budget or to otherwise adjust the final 2022 allocations.
*OAOC questions regarding fit with Strategic Priorities **OAOC recommend for consideration for one time funding *** Relying on some unused 2020/2021 City Funding				In any case requests exceed the budgeted allocation AND the discretionary funding.



Mayo Civic Center & One Roof

- 2022 budgeted payments to Experience Rochester and Rochester Sports kept at 2021 level (\$4.1 million total)
- 2023 budgeted payments to Experience Rochester and Rochester Sport increased to original contract amount (\$4.4 million)
- One Roof total maintenance budgeted in CIP at \$354,600



Special Revenue Fund – Parks & Rec

	2021 Adopted	2022 Recommended	Difference
Revenue	\$12,643,934	\$13,441,382	\$797,448

- Demand for parks, sports, and recreation has increased following the restrictions in 2020-2021
- Operations for Silver Lake Pool are not included in 2022 or 2023.
- Participation in fee based activities is expected to increase
- Restore work activities provided by seasonal workforce to 2019 levels of service



Special Revenue Fund – Library

	2021 Adopted	2022 Recommended	Difference
Revenue	\$8,396,638	\$8,637,205	\$240,567

- Reinstatement of frozen 1 FTE to support new Book Locker initiative aimed at increasing equitable access to resources.
- Increases for Office 365 licensing for City IT Integration (26% of the \$240,567 difference).
- 2 FTEs from 2020 remain frozen in 2022 (2023 DPs requested).
- Partner with Family Service Rochester and Olmsted County using a variety of funding sources to pilot a social worker at the Library in order to improve access to community resources.
- Partner with other local organizations and leverage grant funding to improve digital equity.



Special Revenue Fund – Airport

	2021 Adopted	2022 Recommended	Difference
Revenue	\$4,768,592	\$5,044,116	\$275,524

- Passenger totals forecast at 75% of pre-pandemic totals in 2022, though this could be impacted by any further virus growth.
- RST has \$1.8 million in unused funds available through the Airports Coronavirus Recovery Grants Program (CRRSA). These funds will be spread out over 2022/2023 to address revenue shortfalls.
- As part of ARPA funding, RST received \$2.8 million. Once the CRRSA funds have been extinguished, the airport will begin to use ARPA funding to cover operational deficits.
- For 2022 we expect to consume about \$1 million in additional federal funding. CAREs and ARPA funding continuing to support Airport operations through 2024.
- Sun Country launching new nonstop service to Fort Myers, FL and Phoenix, AZ in early February 2022.
- Rochester Airport Company will begin self-operating the parking lot as of January 1, 2022 when the contract with the current 3rd party vendor expires.



Special Revenue Fund – Transit

	2021 Adopted	2022 Recommended	Difference
Revenue	\$14,257,782	\$11,984,211	(\$2,273,571)

- Estimate 70% ridership from pre-pandemic level
- \$3 million from American Rescue Plan for operational expense (not currently reflected in the budget above)
- Continue to adjust services as ridership returns





Enterprise Funds

Enterprise Fund – Parking

	2021 Adopted	2022 Recommended	Difference
Revenue	\$5,918,024	\$6,064,187	\$146,163

- Estimate 85% of pre-pandemic revenue
- No ramp rate changes currently planned in 2022
- Meter rates increase implemented in June 2021
- Residential parking permits increase planned in 2022



Enterprise Fund – Wastewater

	2021 Adopted	2022 Recommended	Difference
Revenue	\$22,346,681	\$20,755,376	(\$1,591,305)

- Fewer funds transferred out of the sewer utility for capital projects.
- Paid off and refinanced loans to reduce debt service needs.



Enterprise Fund – RPU

	2021 Adopted	2022 Preliminary	Difference
Revenue	\$177,603,000	\$195,354,000	\$17,751,000

RPU Financial Strategy

Rates

- Based on cost of providing service per Board policy
- Reasonable, Compensatory and Uniform within same Class (**Home Rule Charter**)
- Match fixed charge with fixed costs and commodity charge with variable costs
- No cross subsidies between rate classes
- Regionally and nationally competitive without compromising safety or reliability

Bond Rating

- Target Change in Net Assets (Net Income)
- Debt Coverage Ratio
- Minimum Cash Reserves & Capital Replacement Funds
- Equity Percentage



Enterprise Fund – RPU Water Utility

	2021 Adopted	2022 Preliminary	Difference
Revenue	\$13,674,000	\$18,550,000	\$4,876,000
Water Supply Cost	\$ 1,822,000	\$ 1,822,000	\$ -
Gross Margin	\$11,852,000	\$16,728,000	\$4,876,000

- 2.5% general rate increase
 - Cost impact to the average customer is \$1.06 per month (does not include Service Assured addition)
- Adoption of Service Assured (\$1.99/Month) for all residential customers. Customers will be able to opt out of this program.
- 1.0% Customer Growth
- 4.9% Consumption Decrease
- 2022 Revenue includes \$4,030,000 Water Accessibility Funds



Enterprise Fund – RPU Water Utility

	2021 Adopted	2022 Preliminary	Difference
Change in Net Position	\$ 2,526,000	\$6,332,000	\$3,806,000
Depr & Amortization	\$ 2,910,000	\$3,041,000	\$ 131,000
Capital Additions	(\$ 6,532,000)	(\$9,856,000)	(\$3,324,000)
Debt Principal Payments	-	-	-
Non-Cash Accruals	<u>(\$ 135,000)</u>	<u>(\$ 30,000)</u>	<u>\$ 105,000</u>
Net Change in Cash	(\$ 1,231,000)	(\$ 513,000)	\$ 718,000
Fund Balance, Beginning	\$10,109,000	\$8,878,000	(\$1,231,000)
Fund Balance, Ending	\$ 8,878,000	\$8,366,000	(\$ 512,000)



Enterprise Fund – RPU Electric Utility

	2021 Adopted	2022 Preliminary	Difference
Revenue	\$163,929,000	\$176,805,000	\$12,876,000
Cost of Power	(\$93,646,000)	(\$93,936,000)	(\$ 290,000)
Gross Margin	\$ 70,283,000	\$ 82,869,000	\$12,586,000

- 2.5% general rate increase
 - Cost impact to the average customer is \$2.29 per month
- Proposed 2% reduction in Wholesale Power Cost, passed through to customers through the Power Cost Adjustment
 - Cost impact to the average customer is a decrease of \$0.78 per month
- 1.6% Customer Growth
- 1.0% Consumption Growth
- 2022 Revenue includes adjustment for Private Funds of \$15,284,000



Enterprise Fund – RPU Electric Utility

	2021 Adopted	2022 Preliminary	Difference
Baseline Expenses	\$46,599,000	\$66,287,000	\$19,688,000

- One additional FTE
- Conversion of two contract employees to City Teammates – cost neutral
- \$3.0M due to GT1 Major Overhaul project and AMI bid prework
- \$15.3M due to change in Private Funds



Enterprise Fund – RPU Electric Utility

	2021 Adopted	2022 Preliminary	Difference
Change in Net Position	\$22,634,000	\$12,558,000	(\$10,076,000)
Depr & Amortization	\$15,045,000	\$14,993,000	(\$ 52,000)
Capital Additions	(\$30,917,000)	(\$23,084,000)	\$ 7,833,000
Debt Principal Payments	(\$ 6,315,000)	(\$ 6,625,000)	(\$ 310,000)
Non-Cash Accruals	(\$ 1,497,000)	(\$ 1,866,000)	(\$ 369,000)
Net Changes in Cash	<u>(\$ 1,050,000)</u>	<u>(\$ 4,024,000)</u>	<u>(\$ 2,974,000)</u>
Fund Balance, Beginning	\$85,048,000	\$83,997,000	(\$ 1,051,000)
Fund Balance, Ending	\$83,997,000	\$79,973,000	(\$ 4,024,000)



Scheduling

Budget Phase	Date	Focus
3: Development	06/28/2021 Study Session	Comprehensive Annual Financial Report and Audit Review/2021-2022 Baseline Budget Update (Complete)
4: Recommendation	07/19/2021 Study Session	Revenue Enhancement & Diversification (Complete)
4: Recommendation	08/23/2021 Study Session	Presentation of City Administrator's Recommended 2021-22 Operating Budget
4: Recommendation	08/30/2021 Study Session	Discussion of City Administrator's Recommended 2021-22 Budget and Presentation of 2022-2027 Capital Improvement Plan
4: Recommendation	09/13/2021 Study Session	Discussion of City Administrator's Recommended 2021-22 Budget and Discussion of 2022-2027 Capital Improvement Plan
4: Recommendation	09/20/2021 City Council Meeting	Approve Preliminary Budget and Set Preliminary Levy
5: Adoption	11/08/2021	Review of final budget, CIP, & decision packages



Thank You